MOSAIC
Performance
Framework

Leadership Mosaic Report

Prepared for

[Amanda Sample]

[MONTH YEAR]

Contents

3 Overview of Leadership Performance Framework

4 The Leadership Mosaic

5 Understanding Your Report

6 Leadership Mosaic Detail *Adapt*

7 Leadership Mosaic Detail *Inspire*

8 Leadership Mosaic Detail *Deliver*

9 Leadership Mosaic Detail *Enable*

11 Links to Performance

12 *Your* Leadership Mosaic

41 Leadership Mosaic Comparison Reports

46 Free Response Questions

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Mosaic Performance Framework

Leader and organizational performance are dependent on a multitude of factors— a mosaic—that must be carefully managed, balanced, and adapted to best meet the challenges presented both in the external environment and internal context.

Founded in the theoretical model, the Competing Values Framework[1], the Mosaic Performance Framework provides organizations with the ability to understand how their culture, leadership, and workforce capability create a dynamic that either supports or derails their ability to achieve their goals.

Each mosaic is comprised of a series of factors, or tiles, that are assessed and managed over time. These tiles have been identified through exhaustive research over decades and have been shown to be empirically linked to performance.

The Mosaic battery of assessments are designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance.

[1]Cameron, K. S., & Quinn, R. E. (2005). Diagnosing and changing organizational culture: Based on the competing values framework (2nd ed.). San Francisco, CA: Jossey-Bass.

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The Leadership Mosaic

The Leadership Mosaic is comprised of four key dimensions, each assessed by three subcomponents. These dimensions and subcomponents have been shown to drive organizational performance on a wide variety of performance outcomes.

ADAPT

Capable of adapting and responding to the needs of the market, customer, and community.

INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.

ENABLE

People and teams are empowered and capable to work at high standards.

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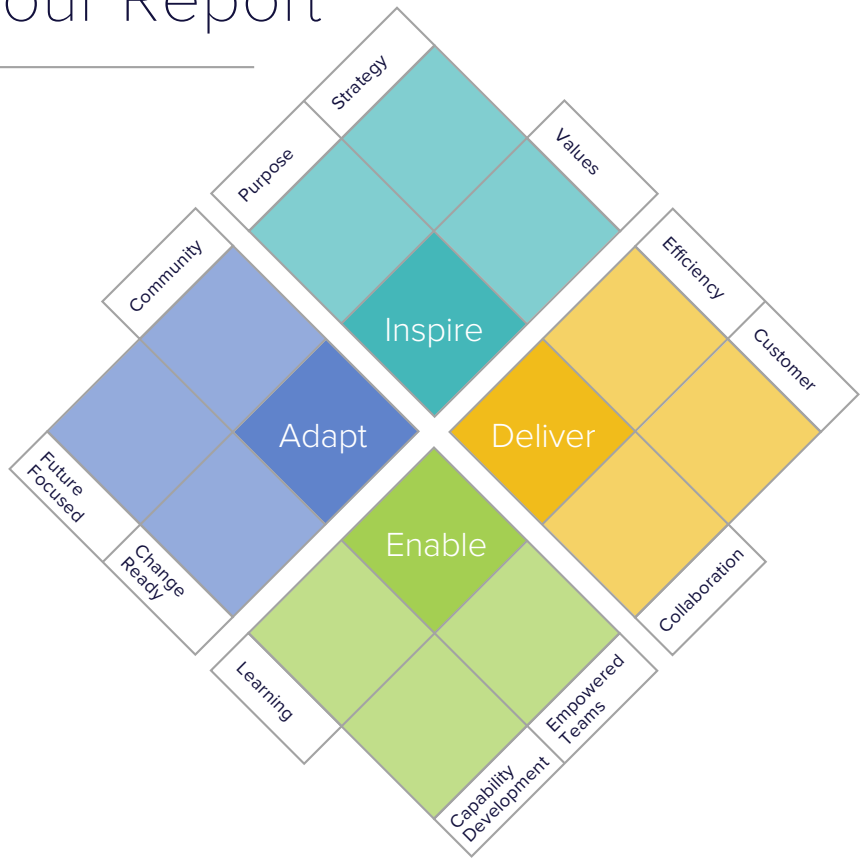
Understanding Your Report

Each Leadership Mosaic report is oriented in a diamond with subcomponents, or “tiles”, oriented around the perimeter.

Varying scores will be depicted numerically and via different size “tiles” to allow easy comparison with other reports.



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ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.

Community 3

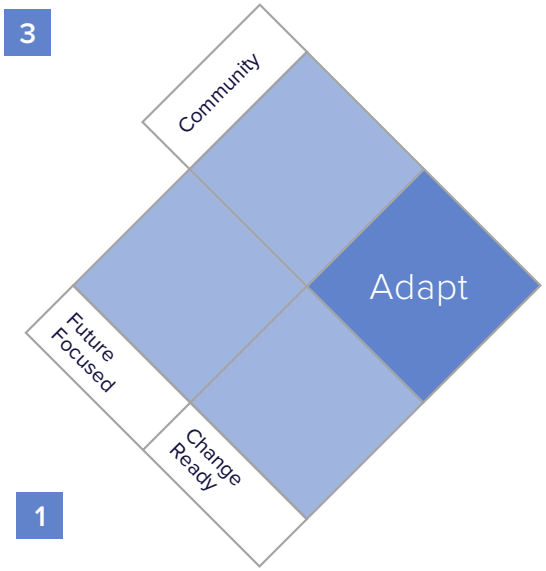
Our partners, stakeholders, and the community in which we operate matter to us

Future Focused 2

We're always looking out for opportunity and change on the horizon

Change Ready 1

We are flexible and make change happen



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INSPIRE

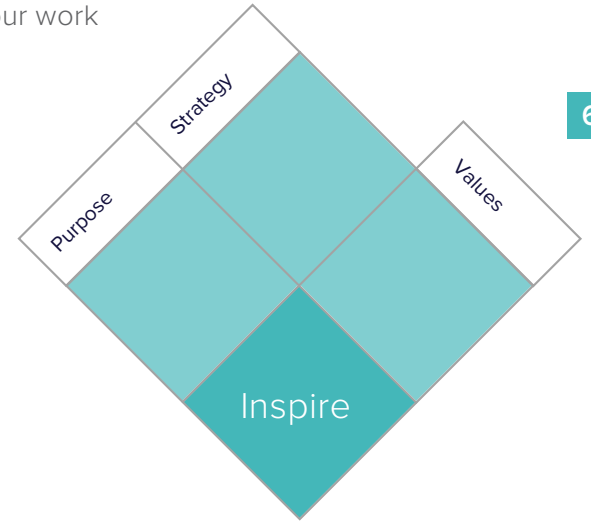
Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

Strategy 5

Our strategy gives direction to our work

Purpose 4

Our purpose is clear and inspires us



6 **Values**

We have strong values that actually influence our behavior

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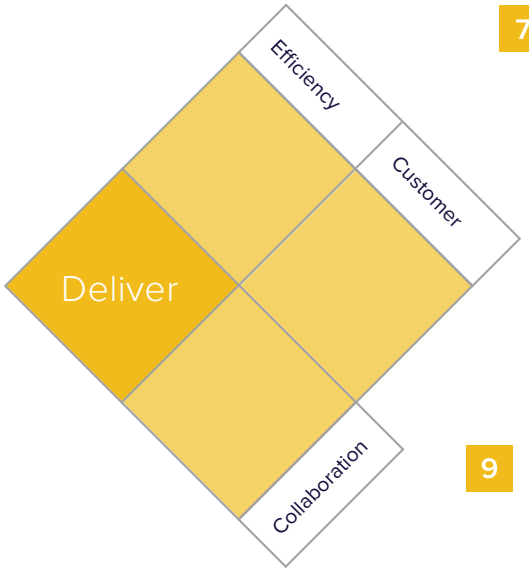
DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.



7 **Efficiency**

We excel at delivering great outcomes

8 **Customer**

We really understand our customers and deliver for them

9 **Collaboration**

Collaborating in teams and across our business is the norm

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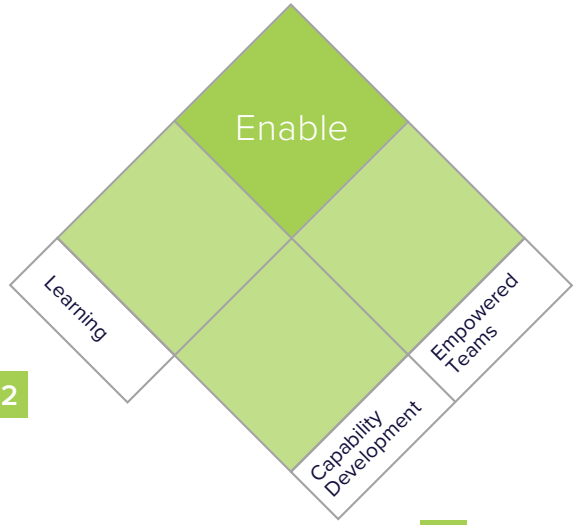
ENABLE

People and teams are empowered and capable to work at high standards.



Learning 12

We are always learning on the job, from experience and from others

10 **Empowered Teams**

Our people are supported to do their best work, and expected to do it too

11 **Capability Development**

Our superstars are not just born, they're made

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ADAPT

Capable of adapting to the needs of the market, customer, and the community in which we operate.

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We are flexible and make change happen

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Learning
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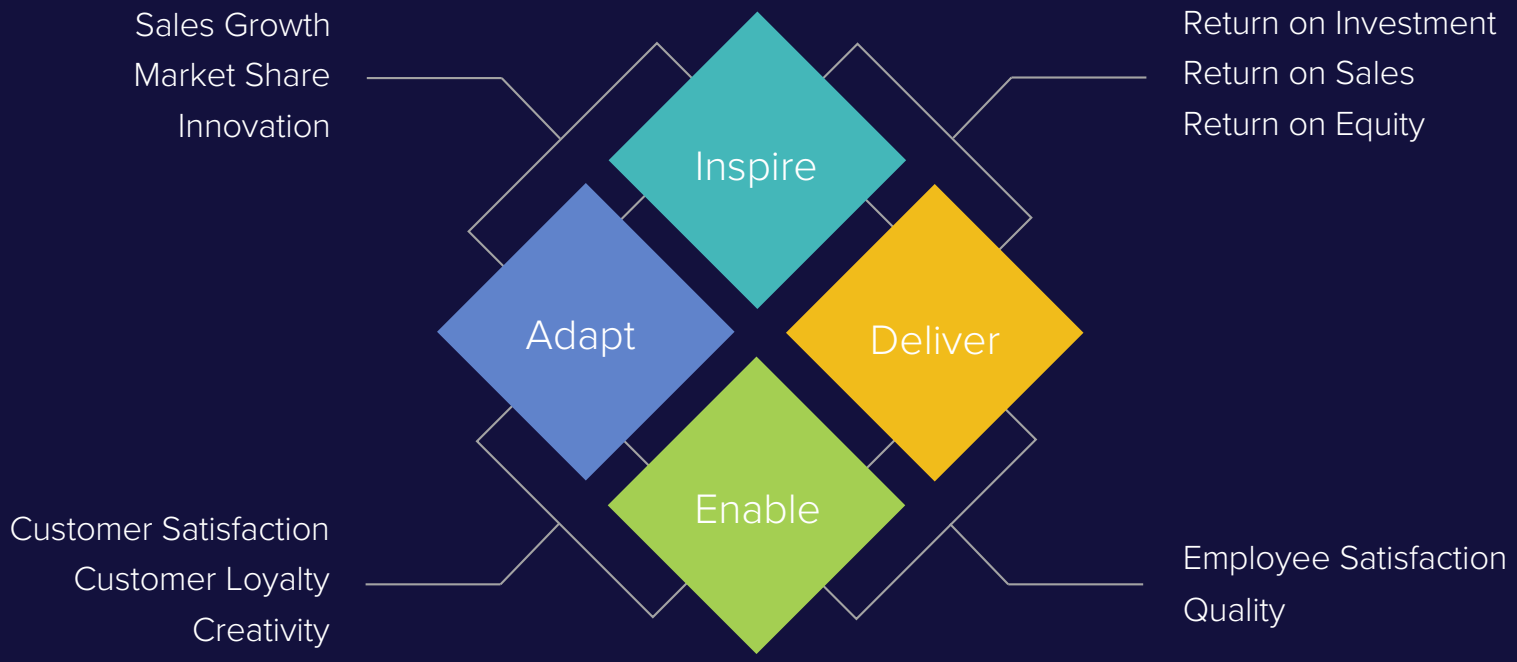
Mosaic Links to Performance



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WELCOME

to *your* Leadership Mosaic.

The Mosaic Performance Framework is grounded in the belief that achieving and sustaining a high level of performance is dependent on a variety of key behaviors across an organization.

These behaviors, in turn, are driven by the underlying beliefs and assumptions that exist within that organization about ”how business should be done”.

Each organization, over time, learns to survive and thrive in their own unique operating environment. Through these successes and failures, groups develop a certain philosophy about what “right” looks like and these ways of doing things have a massive impact on future behavior within the group.

Your Leadership Mosaic, provides you with an in-depth analysis of your organization’s maturity on a variety of components that have been empirically linked to sustained organizational performance.

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ADAPT

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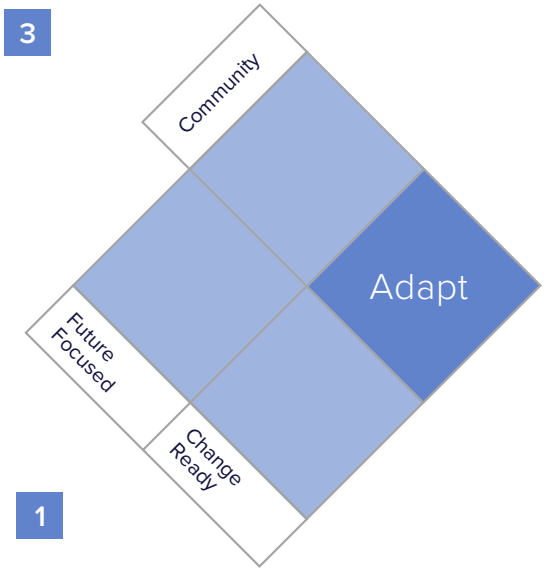

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ADAPT

1

Change Ready

We are flexible and make change happen.

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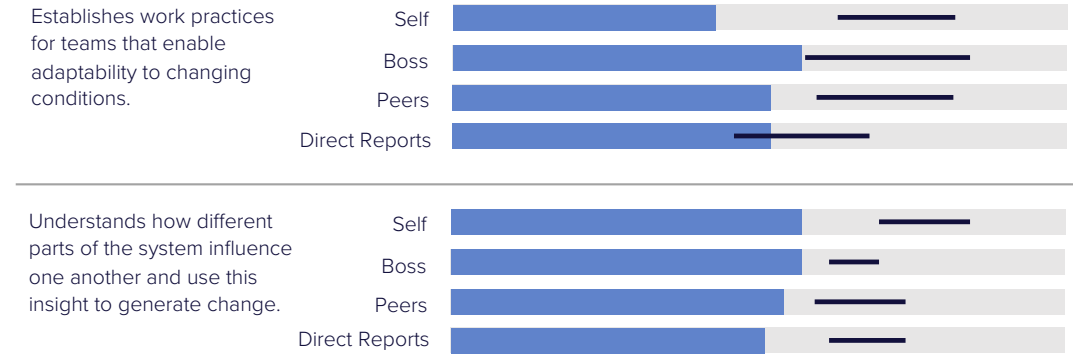
ADAPT

1

Change Ready

We are flexible and make change happen.

Leader Rating for **Amanda Sample**		M	SD	N
Establishes work practices for teams that enable adaptability to changing conditions.	Self	3.0	-	1
	Boss	4.0	0.33	2
	Peers	3.7	0.42	6
	Direct Reports	3.7	1.25	9
Understands how different parts of the system influence one another and use this insight to generate change.	Self	4.0	-	1
	Boss	4.0	1.00	2
	Peers	3.8	0.88	6
	Direct Reports	3.5	1.20	9



Your Score

Typical Scores of Others

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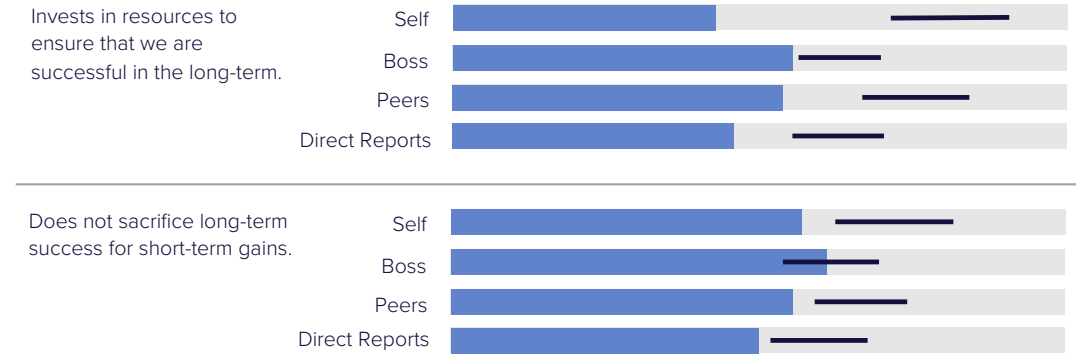
ADAPT

2

Future Focused

We are always looking out for opportunity and change on the horizon.

Leader Rating for **Amanda Sample**		M	SD	N
Invests in resources to ensure that we are successful in the long-term.	Self	3.0	-	1
	Boss	3.9	0.35	2
	Peers	3.8	0.55	6
	Direct Reports	3.2	0.70	9
Does not sacrifice long-term success for short-term gains.	Self	4.0	-	1
	Boss	4.3	0.20	2
	Peers	3.9	0.85	6
	Direct Reports	3.5	1.30	9



Your Score

Typical Scores of Others

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ADAPT

3

Community

Our partners, stakeholders, and community matter to us.

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ADAPT

3

Community

Our partners, stakeholders, and community matter to us.

Leader Rating for **Amanda Sample**			M	SD	N
Enables others to deliver exceptional customer service.	Self		5.0	-	1
	Boss		4.3	0.60	2
	Peers		4.4	0.85	6
	Direct Reports		3.2	1.10	9
Prioritizes the speedy resolution of customer issues.	Self		5.0	-	1
	Boss		4.4	0.30	2
	Peers		4.4	0.68	6
	Direct Reports		4.2	1.25	9

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ADAPT

Overall Scores

Key

Strongly Agree	7.0
	6.0
	5.0
	4.0
	3.0
	2.0
Strongly Disagree	1.0

	Leader Rating for **Amanda Sample**	Self	All Others	Boss	Peers	Direct Reports
Change Ready	Invests in systems, tools, and skills that help my team navigate change.	4.0	4.2	4.2	4.5	4.0
	Involves my team in change efforts to maximize their involvement and commitment.	4.0	3.9	3.9	4.2	3.7
	Actively engages diverse viewpoints of my team to help navigate the change process.	4.0	3.4	3.8	3.8	3.0
	Is deliberate in communicating changes to those impacted, including the 'why' behind those changes.	4.0	3.7	4.5	4.2	3.1
	Establishes work practices for teams that enable adaptability to changing conditions.	3.0	3.7	4.0	3.7	3.7
	Understands how different parts of the system influence one another and use this insight to generate change.	4.0	3.7	4.0	3.8	3.5
Future Focused	Invests in resources to ensure that we are successful in the long-term.	3.0	3.5	3.9	3.8	3.2
	Does not sacrifice long-term success for short-term gains.	4.0	3.7	4.3	3.9	3.5
Community	Proactively gathers data to understand customer experiences and future needs.	3.0	3.6	3.4	3.6	3.6
	Acts on customer insights to improve the customer experience.	3.0	3.2	3.3	3.4	3.1
	Proactively seeks out ways to improve the customer experience.	4.0	3.7	3.8	3.9	3.5
	Removes barriers to high-quality customer service.	4.0	3.5	3.7	3.7	3.4
	Enables others to deliver exceptional customer service.	5.0	3.8	4.3	4.4	3.2
	Prioritizes the speedy resolution of customer issues.	5.0	4.2	4.4	4.4	4.2

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INSPIRE

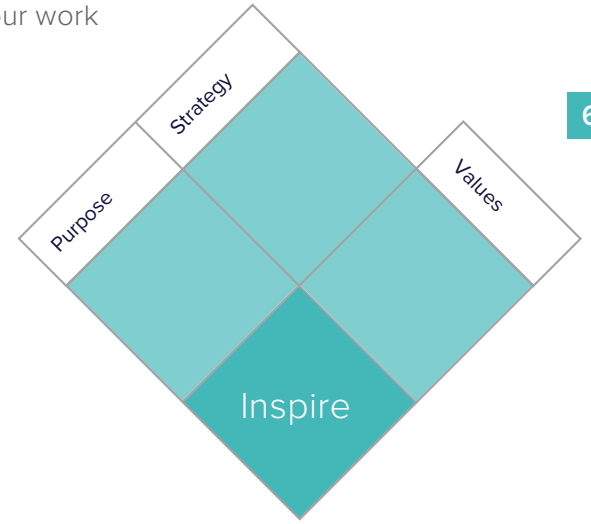
Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

Strategy 5

Our strategy gives direction to our work

Purpose 4

Our purpose is clear and inspires us



6 **Values**

We have strong values that actually influence our behavior

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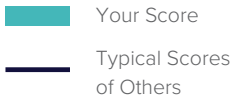
INSPIRE

4

Purpose

Our purpose is clear and inspires us.

Leader Rating for **Amanda Sample**		M	SD	N
Creates dialogue with others about the future purpose of the organization.	Self	4.0	-	1
	Boss	4.0	0.00	2
	Peers	2.9	1.50	6
	Direct Reports	3.6	0.95	9
Ensures the purpose of our organization is a central focus in key activities and conversations.	Self	3.0	-	1
	Boss	3.0	0.78	2
	Peers	3.5	0.5	6
	Direct Reports	2.7	0.73	9
Clearly links peoples' work assignments to the purpose of the organization.	Self	3.0	-	1
	Boss	3.5	0.78	2
	Peers	3.7	0.5	6
	Direct Reports	2.5	0.73	9
Holds themselves and others accountable to our purpose.	Self	4.0	-	1
	Boss	4.7	0.35	2
	Peers	4.3	0.10	6
	Direct Reports	4.0	1.25	9



1 Strongly Disagree Strongly Agree **7**

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INSPIRE

5

Strategy

Our strategy gives direction to our work.

Your Score

Typical Scores of Others

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INSPIRE

5

Strategy

Our strategy gives direction to our work.

Leader Rating for **Amanda Sample**		M	SD	N
Effectively balances short- and long-term goals of the organization.	Self	5.0	-	1
	Boss	3.9	0.15	2
	Peers	4.1	0.55	6
	Direct Reports	3.5	0.98	9

Your Score

Typical Scores of Others

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INSPIRE

6

Values

We have strong values that actually influence our behavior.

Your Score

Typical Scores of Others

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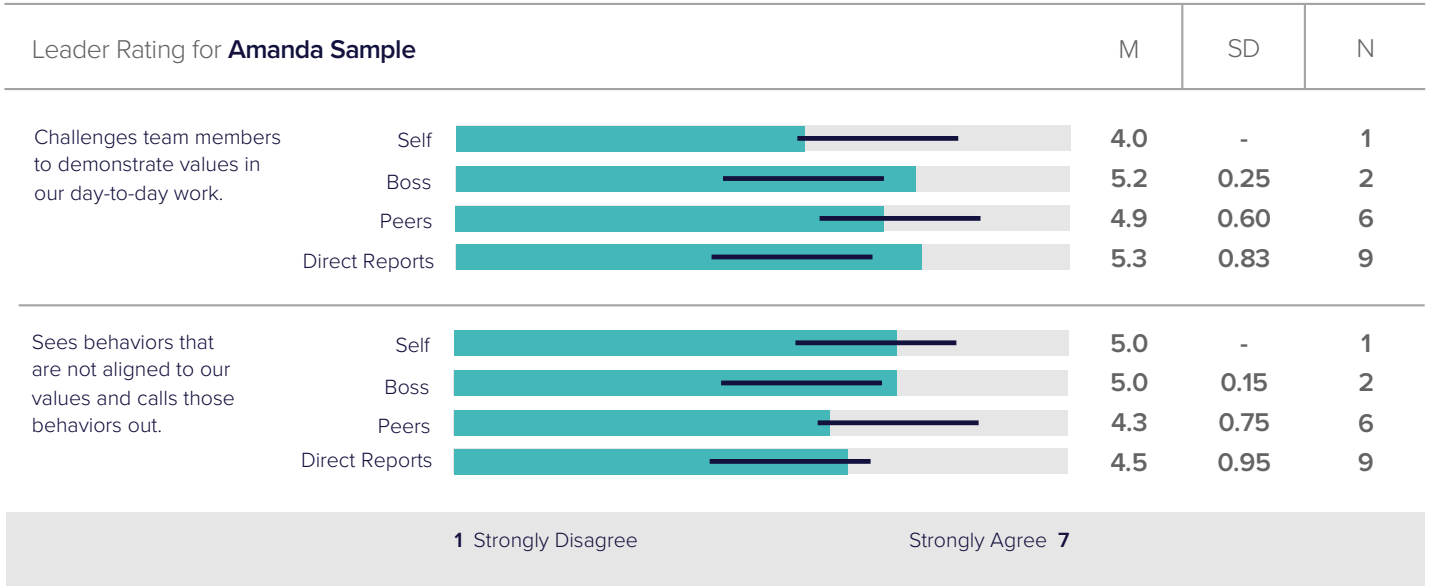
INSPIRE

6

Values

We have strong values that actually influence our behavior.



Your Score

Typical Scores of Others

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INSPIRE

Overall Scores

Key

Strongly Agree — 7.0 — 6.0 — 5.0 — 4.0 — 3.0 — 2.0 — Strongly Disagree — 1.0

	Leader Rating for **Amanda Sample**	Self	All Others	Boss	Peers	Direct Reports
Purpose	Creates dialogue with others about the future purpose of the organization.	4.0	3.4	4.0	2.9	3.6
	Ensures the purpose of our organization is a central focus in key activities and conversations.	3.0	3.0	3.0	3.5	2.7
	Clearly links peoples' work assignments to the purpose of the organization.	3.0	3.0	3.5	3.7	2.5
	Holds themselves and others accountable to our purpose.	4.0	4.2	4.7	4.3	4.0
Strategy	Builds clarity and understanding of strategic direction with team members.	4.0	3.6	4.1	3.7	3.5
	Translates strategy into meaningful work goals and assignments for team members.	4.0	3.5	3.9	3.8	3.2
	Ensures that our team's goals and objectives are clearly linked to our strategy.	4.0	3.8	4.2	4.3	3.4
	Prioritizes work that has the biggest impact on organizational performance.	4.0	3.4	4.0	4.1	2.8
	Effectively balances short- and long-term goals of the organization.	5.0	3.8	3.9	4.1	3.5
Values	Regularly discusses and explores our organizational values with team members.	4.0	3.9	4.0	3.9	3.9
	Helps my team members understand and live our organization's values.	5.0	4.1	4.1	4.0	4.1
	Consistently role models our organization's values.	4.0	4.3	4.5	4.3	4.2
	Our core values are a key factor in my decision-making.	5.0	4.8	4.5	4.8	4.8
	Challenges team members to demonstrate values in our day-to-day work.	4.0	5.2	5.2	4.9	5.3
	Sees behaviors that are not aligned to our values and calls those behaviors out.	5.0	4.5	5.0	4.3	4.5

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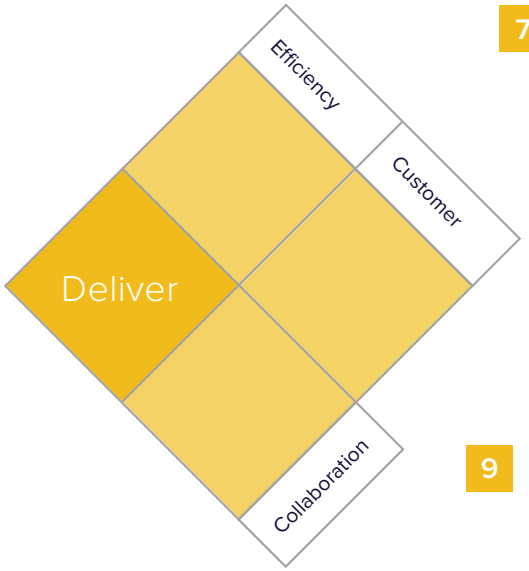
DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.



7 **Efficiency**

We excel at delivering great outcomes

8 **Decision Making**

We really understand our customers and deliver for them

9 **Collaboration**

Collaborating in teams and across our business is the norm

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DELIVER

7

Efficiency

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DELIVER

8

Customer

We really understand our customers and deliver for them.

Your Score

Typical Scores of Others

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DELIVER

9

Collaboration

Collaborating in teams and across the business is the norm.

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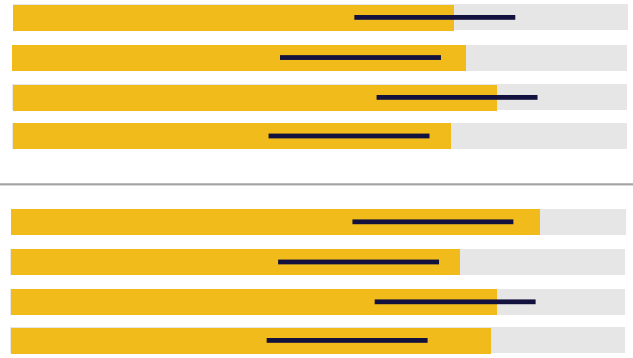
DELIVER

9

Collaboration

Collaborating in teams and across the business is the norm.

Leader Rating for **Amanda Sample**		M	SD	N
Effectively manages complex networks of relationships outside of the organization.	Self	5.0	-	1
	Boss	5.2	0.20	2
	Peers	5.5	0.59	6
	Direct Reports	4.9	1.33	9
Actively addresses cross-functional conflicts that may emerge with a view to "what's best" for the organization.	Self	6.0	-	1
	Boss	5.1	0.10	2
	Peers	5.5	0.85	6
	Direct Reports	5.4	0.78	9



1 Strongly Disagree Strongly Agree **7**

Your Score

Typical Scores of Others

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DELIVER

Overall Scores

Key

Strongly Agree	7.0
	6.0
	5.0
	4.0
	3.0
	2.0
Strongly Disagree	1.0

	Leader Rating for **Amanda Sample**	Self	All Others	Boss	Peers	Direct Reports
Efficiency	Defines performance standards and accountability for team members.	6.0	5.3	5.5	5.4	5.1
	Leads the development of actionable plans that consider risk.	6.0	5.1	5.2	5.3	5.0
	Helps people and teams get work done efficiently by removing roadblocks.	6.0	5.4	5.6	5.6	5.2
	Actively manages challenges and barriers to execution.	6.0	5.5	5.7	5.3	5.5
Customer	Encourages and expects the use of data in the decision-making processes.	6.0	5.8	6.0	5.7	5.9
	Integrates diverse data inputs and information to identify trends and opportunities.	6.0	5.9	6.0	5.8	5.9
	Supports team members to define problems clearly and methodically.	6.0	6.0	6.0	6.1	5.9
Collaboration	Seeks to understand areas within our business we should collaborate with to create strategic value.	6.0	5.6	5.9	5.8	5.5
	Actively seeks out opportunities to share information with other teams to facilitate success.	5.0	5.5	5.5	5.9	5.2
	Invests in developing strong relationships across the organization, particularly in areas where partnership can create value.	6.0	5.7	5.7	6.0	5.5
	Seeks to understand the goals and aspirations of other areas within the business in order to generate mutually beneficial outcomes.	5.0	4.7	4.5	4.8	4.6
	Effectively manages complex networks of relationships outside of the organization.	5.0	5.2	5.2	5.5	4.9
	Actively addresses cross-functional conflicts that may emerge with a view to "what's best" for the organization.	6.0	5.4	5.1	5.5	5.4

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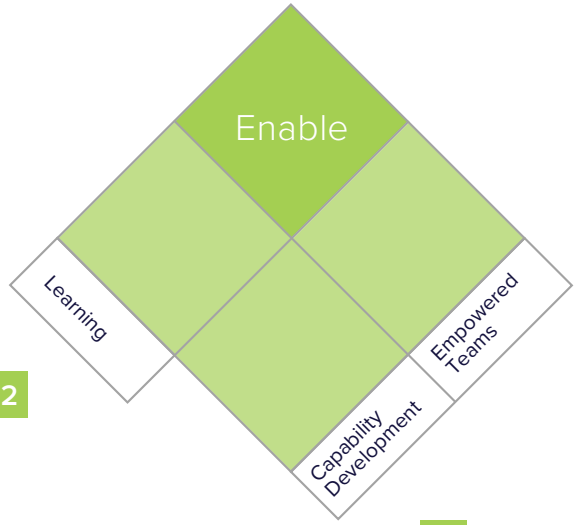
ENABLE

People and teams are empowered and capable to work at high standards.



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ENABLE

10

Empowered Teams

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Your Score

Typical Scores of Others

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ENABLE

10

Empowered Teams

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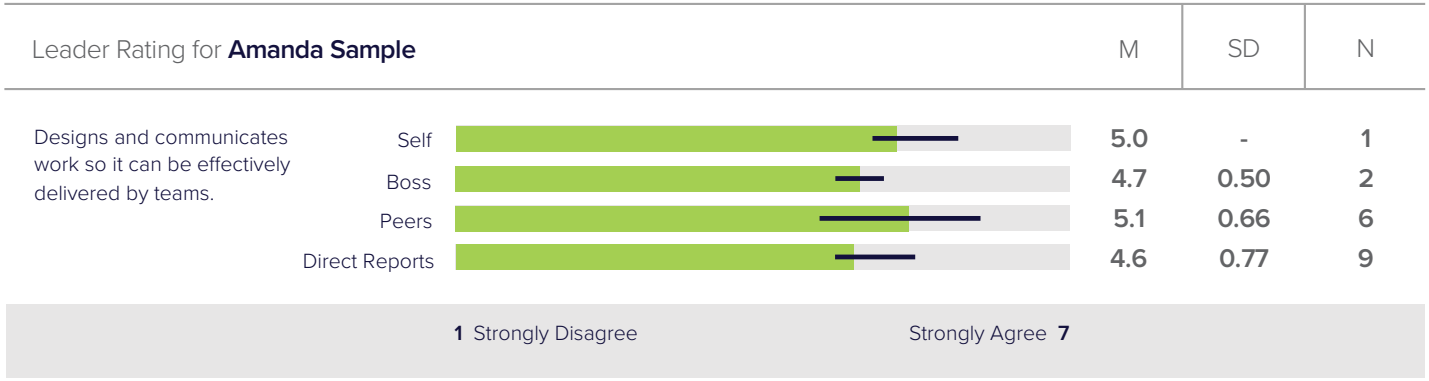

Your Score

Typical Scores of Others

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ENABLE

11

Capability Development

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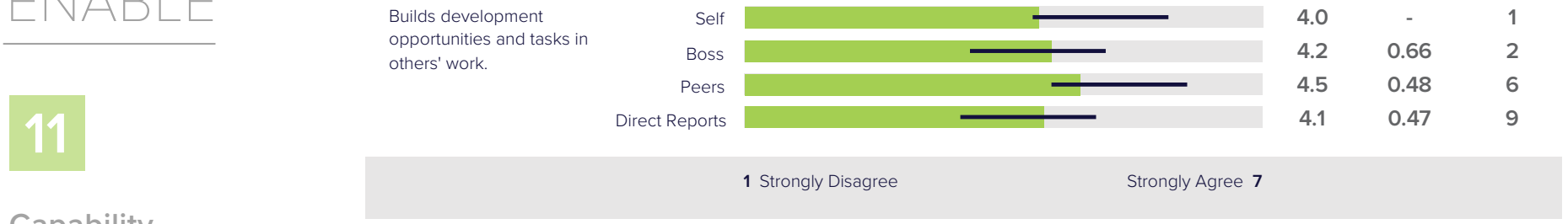
ENABLE

11

Capability Development

Our superstars are not just born, they're made.

Leader Rating for **Amanda Sample**		M	SD	N
Builds development opportunities and tasks in others' work.	Self	4.0	-	1
	Boss	4.2	0.66	2
	Peers	4.5	0.48	6
	Direct Reports	4.1	0.47	9



Your Score

Typical Scores of Others

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ENABLE

12

Learning

We are always learning on the job, from experience and from others

Your Score

Typical Scores of Others

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ENABLE

12

Learning

We are always learning on the job, from experience and from others

Leader Rating for **Amanda Sample**		M	SD	N
Embeds reflection as a key practice to enable learning and improvement.	Self	5.0	-	1
	Boss	4.8	0.75	2
	Peers	5.1	0.87	6
	Direct Reports	4.6	0.10	9

Your Score

Typical Scores of Others

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ENABLE

Overall Scores

Key

Strongly Agree	7.0
	6.0
	5.0
	4.0
	3.0
	2.0
Strongly Disagree	1.0

	Leader Rating for **Amanda Sample**	Self	All Others	Boss	Peers	Direct Reports
Empowered Teams	Encourages others to take ownership of decisions.	4.0	3.7	3.8	3.5	3.8
	Looks for opportunities to include and empower marginalized team members whose viewpoints and input may otherwise be dismissed.	6.0	5.7	5.5	5.7	5.7
	Creates space for others to contribute.	5.0	4.8	5.2	4.9	4.7
	Provides resources and support to help others deliver.	5.0	4.7	5.1	4.5	4.8
	Designs and communicates work so it can be effectively delivered by teams.	5.0	4.8	4.7	5.1	4.6
Capability Development	Understands important future capability needs within their area of responsibility.	4.0	4.4	4.8	4.3	4.3
	Defines future capability needs across the organization.	5.0	4.6	4.5	4.8	4.5
	Coaches others to build capability and effectiveness.	4.0	4.0	4.2	4.2	3.9
	Supports team members in identifying strengths and areas of development.	4.0	4.6	5.0	4.6	4.5
	Builds development opportunities and tasks in others' work.	4.0	4.3	4.2	4.5	4.1
Learning	Prioritizes and supports learning in day-to-day work.	4.0	3.9	4.5	4.1	3.7
	Fosters a culture that values learning.	4.0	3.8	4.2	3.7	3.8
	Encourages the testing of new ideas and improvements.	5.0	4.3	4.5	4.2	4.4
	Supports others to learn from mistakes.	4.0	4.6	4.5	4.2	4.9
	Embeds reflection as a key practice to enable learning and improvement.	5.0	4.8	4.8	5.1	4.6

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Leadership Mosaic Comparison Reports

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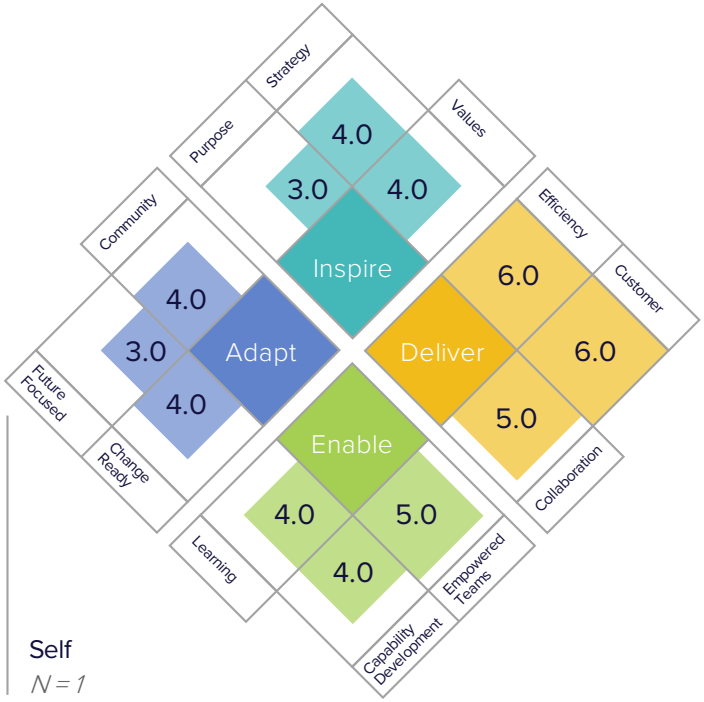
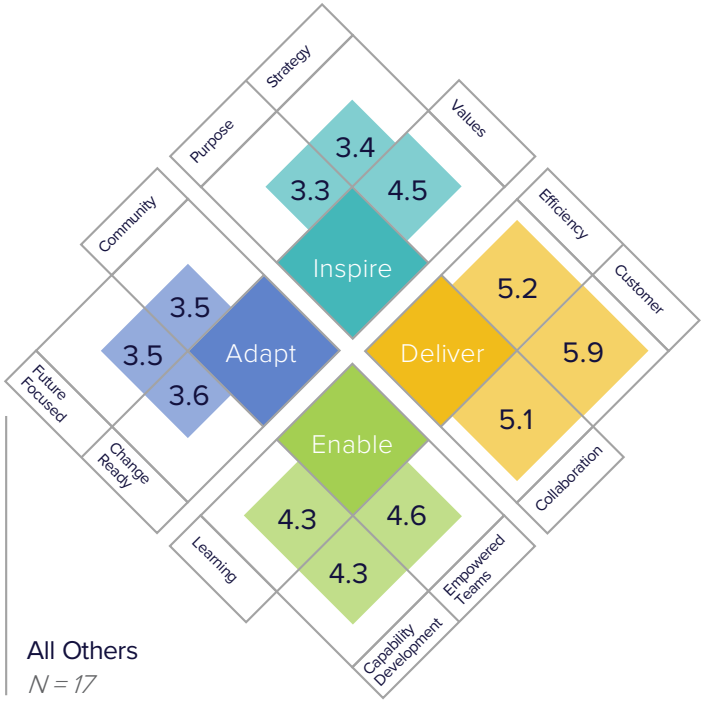
Comparisons



Self
N = 1



All Others
N = 17

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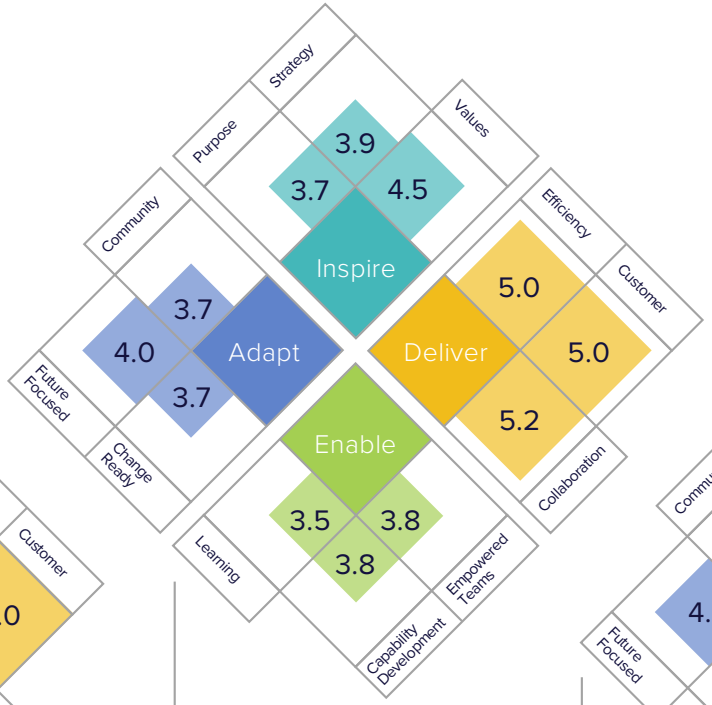
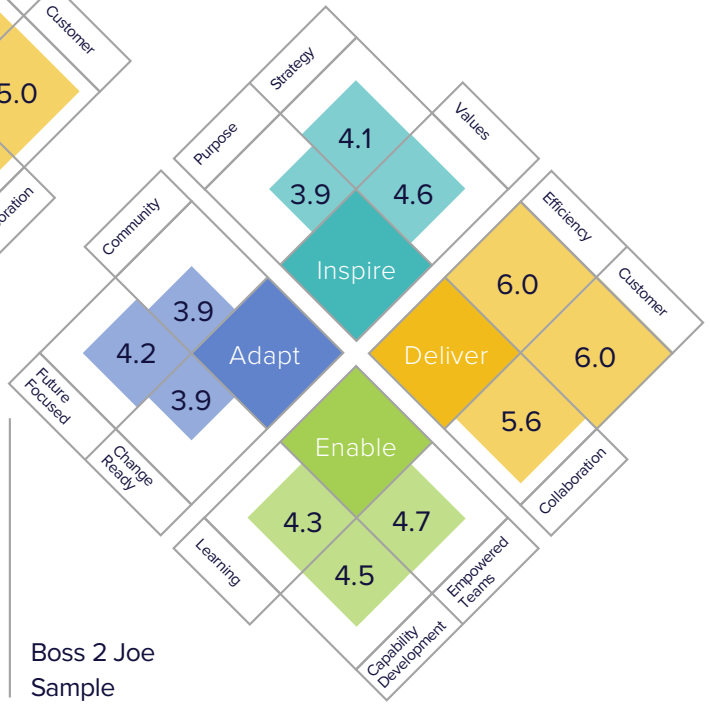
Comparisons

Self
N = 1



Boss 1 Tina Sample
N = 1



Boss 2 Joe Sample
N = 1

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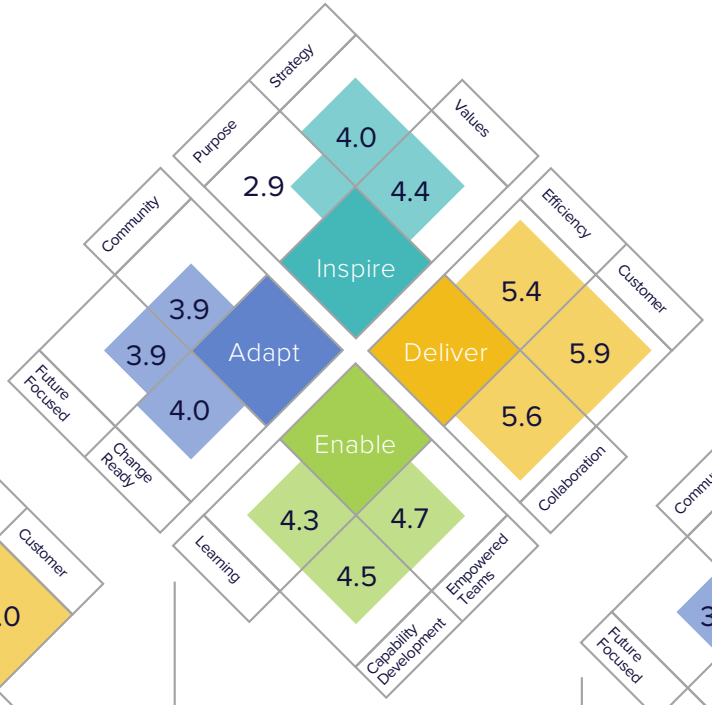
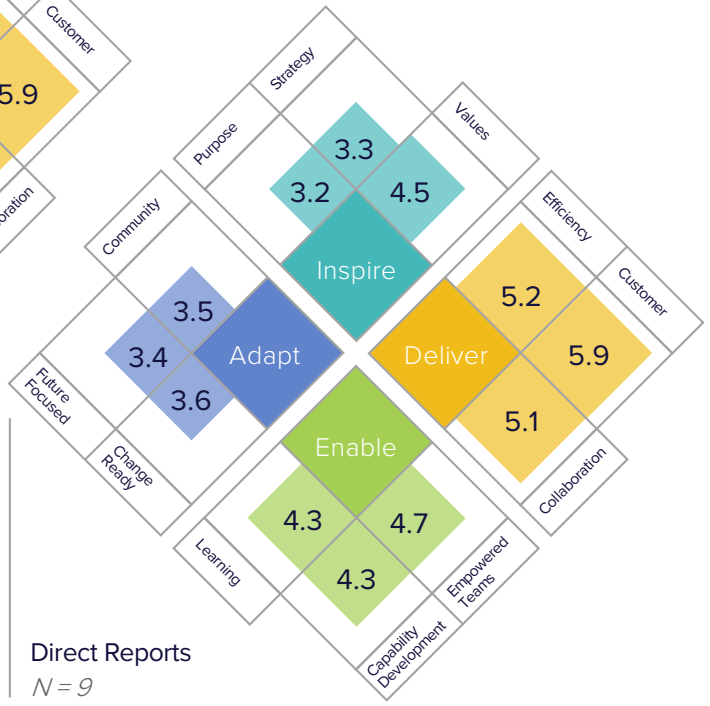
Comparisons

Self
N = 1



Peers
N = 6



Direct Reports
N = 9

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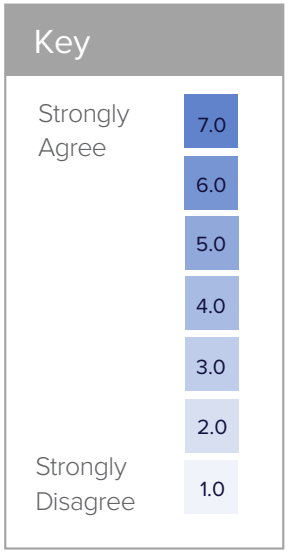
Comparisons



Leader Rating for **Amanda Sample**

		Self	All Others	Boss 1 (Tina Sample)	Boss 2 (Joe Sample)	Peers	Direct Reports
ADAPT	Change Ready	3.8	3.6	3.7	3.9	3.6	3.6
	Future Focused	3.5	3.5	4.0	4.2	3.4	3.4
	Community	4.0	3.5	3.7	3.9	3.5	3.5
INSPIRE	Purpose	3.5	3.3	3.7	3.9	3.2	3.2
	Strategy	4.2	3.4	3.9	4.1	3.3	3.3
	Values	4.5	4.5	4.5	4.6	4.4	4.5
DELIVER	Efficiency	6.0	5.2	5.0	6.0	5.2	5.2
	Customer	6.0	5.9	5.0	6.0	5.9	5.9
	Collaboration	5.5	5.1	5.2	5.6	5.1	5.1
ENABLE	Empowered Teams	5.0	4.6	3.8	4.7	4.7	4.7
	Capability Development	4.2	4.3	3.5	4.5	4.3	4.3
	Learning	4.4	4.3	3.5	4.3	4.3	4.3

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Free Response
Questions

What strengths does this leader bring to your organization?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

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Free Response Questions

Where can this leader improve their effectiveness?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

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Free Response
Questions

What is this leader's biggest blind spot?

Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here. Sample text here. Free response sample text goes here.

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